

S-E-C-R-E-T

8 January 1957

MEMORANDUM FOR: Chiefs of Operating Divisions

SUBJECT : Reports Processing Delays in Headquarters

1. Critiques of CS reporting, by State, Army, Navy, and Air Force, have been forwarded to your Chief Reports Officers by Reports Control Branch. All the critiques emphasized one complaint in particular: that most pouched CS reports are received by the analysts too late to be of value. A recent study of [] reports, received from [] field stations in various areas, shows that a median time of [] days elapses between receipt of the pouched reports at Headquarters and delivery of disseminations to consumer components and agencies. This inordinate delay is due to several factors, some of them mechanical and under study for elimination. It is, however, a conclusion of the study that a primary factor is the failure of some division personnel to realize the importance of speed in the handling of intelligence material.

2. Some divisions have been successful in reducing backlogs by setting arbitrary deadlines for each step in reports processing. It would help a great deal, also, to set a time limit, perhaps a maximum of three days, for returning reports sent to your division for coordination. It is possible that reports [] if in clearly intelligible English, can be disseminated without editing. FDD can be requested to screen or summarize foreign language material informally before determination is made that full translations are necessary. It is urged that these and other possible solutions be carefully considered for adoption, with an eye to eliminating any procedure which contributes to our appalling record on timeliness.

3. In the near future, the Chief, Reports Control Branch, will be contacting you especially to go over with you the record of your Division on reports handling as reflected in the files of this Staff, and to explore whatever staff assistance you may require in your efforts to streamline the handling of reports without lessening their effectiveness.

4. Basic to any management solution to the problems of reports backlogs and processing delays at Headquarters is a clear understanding of the primary reporting role of the Clandestine Services, which is to produce raw information and not highly polished intelligence. Efficiency in carrying out this role means insistence that reports officers act as straight reporters. While they may properly make comments or corrections which increase the usefulness of a report, they should not anticipate the analysts' role of interpreting and

S-E-C-R-E-T

S-E-C-R-E-T

collating raw reports, a procedure which is not only duplicating but dangerous. Equally basic is an understanding of the fact that we are specializing in that most vital of all news: secret information which may affect the survival of the nation; and our reports must be handled with a newspaperman's zeal for speed.



Chief
Foreign Intelligence

25X1

S-E-C-R-E-T